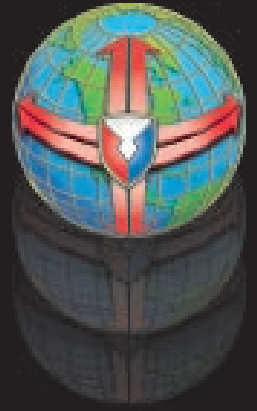


AMC PAM 700-30



Logistics Civil Augmentation Program

LOGCAP



. . . a flexible alternative for supporting the force.

The proponent of this pamphlet is the United States Army Materiel Command. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, HQ AMC, ATTN: AMCLG-RL, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001.

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DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY MATERIEL COMMAND
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AMC PAMPHLET
NO. 700-30

6 DECEMBER 1997

LOGISTICS

LOGISTICS CIVIL AUGMENTATION PROGRAM
(LOGCAP)

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Purpose

This pamphlet assists users in obtaining contingency contractor support through the worldwide LOGCAP Umbrella Support Contract, as managed by Headquarters, US Army Materiel Command (HQ, USAMC). The Program Manager (PM) LOGCAP solicits your continual comments for the improvement of this pamphlet and the overall program. Forward your comments to:

**Project Management
Office Address**

Commander
US Army Materiel Command
ATTN: AMCLG-RL
5001 Eisenhower Avenue
Alexandria, VA 22333-0001

Authority

LOGCAP is promulgated by AR 700-137. The HQ, Department of the Army (HQDA), Office of the Deputy Chief of Staff for Logistics (DA ODCSLOG) is the DA Proponent for LOGCAP. The HQ, USAMC Office of the Deputy Chief of Staff for Logistics and Operations (ODCSLOG/OPNS) is the Program Manager.

**The Principles of
Contingency Contracting**

- | | |
|--------------------|------------------|
| ● Forward Impetus | ● Continuity |
| ● Quality | ● Mobility |
| ● Timeliness | ● Simplicity |
| ● Economy | ● Responsibility |
| ● Security | ● Feasibility |
| ● Flexibility | ● Information |
| ● Unity of Command | |

A Contingency Support Capability Which Augments, Rather than Replaces Force Structure

The US Army continually seeks to increase its combat potential within programmed resource allocations. This occasionally requires pursuit of external sources to provide adequate logistics support for the force.

LOGCAP is a US Army initiative for peacetime planning for the use of civilian contractors in wartime and other contingencies. These contractors will perform selected services to support US forces in support of Department of Defense (DoD) missions. Use of contractors in a theater of operations allows the release of military units for other missions or to fill support shortfalls. This program provides the Army with additional means to adequately support the current and programmed forces.

Scope of LOGCAP

LOGCAP is primarily designed for use in areas where no bilateral or multilateral agreements exist. However, LOGCAP may provide additional support in areas with formal Host Nation Support (HNS) agreements, where other contractors are involved, or where peacetime support contracts exist. LOGCAP is also available during Continental United States (CONUS) mobilizations to assist the CONUS support base and help units get ready for war.

This pamphlet addresses the USAMC LOGCAP Umbrella Support Contract, however, the customer must consider all alternatives available when planning contractor logistics support. Other alternatives include Pre-Planned Weapon System Sustainment Contracts, Army Service Component Command (ASCC) Contingency Contracts, and Host Nation and other allied, coalition, and friendly nations support.

LOGCAP is a Department of the Army Program which includes all pre-planned logistics and engineering/construction oriented contingency contracts actually awarded and peacetime contracts which include contingency clauses that:

Leverage civilian corporate resources as logistics services support and engineering/construction support multipliers.

Provide a rapid and responsive contract capability which augments US Forces capability by meeting logistics and engineering/construction requirements.

Focus on prioritized peacetime contingency planning for augmentation logistics and engineering/construction services as determined by the customer.

Background

Contractors have supported military forces throughout history. DA formalized these worldwide contracting capabilities into the contingency force support program LOGCAP in December 1985 (AR 700-137).

The Army has used contractors to provide supplies and services during both peacetime and contingencies dating back to the Revolutionary War. On December 6, 1985 LOGCAP was established with the publication of AR 700-137. The newly established program was used in 1988 when the Third United States Army (TUSA) requested that the US Army Corps of Engineers (USACE) contract out a management plan to construct and maintain two petroleum pipeline systems in Southwest Asia in support of contingency operations.

The first comprehensive multifunctional LOGCAP Umbrella Support contract was awarded by the USACE in August 1992 and was used in December 1992 to support all US Services and United Nations (UN) forces in Somalia. Other areas where LOGCAP has been implemented include:

- Rwanda
- Haiti
- Saudi Arabia/Kuwait
- Italy
- Southeastern Europe



A Force Multiplier for Contingency Deployments

The LOGCAP concept is to pre-plan for the use of global corporate resources to support contingency operations worldwide by augmenting Combat Support/Combat Service Support (CS/CSS) force structure capabilities.

The USAMC Umbrella Support Contract Statement of Work (SOW) consists of several planning requirements:

- The Worldwide Management Plan describes how the contractor intends to carry out its LOGCAP tasks.

PM LOGCAP and the contractor have developed generic plans that can be tailored to specific requirements:

- Generic Undeveloped Country Management Plan
- Generic Developed Country Management Plan
- Regional (area oriented) Management Plans
- MACOM and ASCC Specific Plans

The generic plans provide the baseline for contractor support and can be tailored to meet specific requirements for the US Army and other US services and agencies. LOGCAP may also support coalition action or other international forces which serve US interests.

The annual LOGCAP Worldwide Requirements Conference (LWRC) and Regional Reviews are used to enhance the customer's planning support through the identification, revision, and prioritizing of potential LOGCAP CS/CSS requirements.

Summary Features of the Program Concept Plans

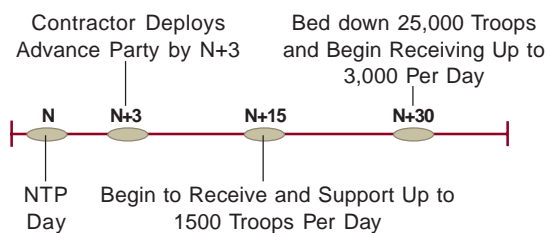
GENERIC CAPABILITIES PLANS

Worldwide Management Plans

A general description of equipment, materials, personnel, and supporting services required to receive, house, and sustain up to 25,000 troops in eight base camps (one rear and seven forward) for up to 180 days.

PLAN PRICED THROUGH BASE AND FOUR OPTION YEARS

Planning Timeline



N-Day: Day Contractor Issued Notice to Proceed (NTP) from Customer through PCO

Generic Undeveloped and Developed Country Plans

Use the Worldwide Management Plan as a baseline tailored to two specific hypothetical scenarios and address contractor's strategy to overcome unique obstacles in each scenario.

UNDEVELOPED COUNTRY SCENARIO

- Poor Transportation Infrastructure
- No Available In-Country Suppliers
- No Fixed Facilities, Utilities, or Communications Nodes

DEVELOPED COUNTRY SCENARIO

- Status of Forces Agreements (SOFAs)
- Embassy Restrictions/Coordination
- Host Government Bureaucracy/Laws
- Host Culture/Host Work Ethic

SPECIFIC CAPABILITIES PLANS

Regional Management Plans

Use the existing Worldwide Management Plan as the baseline to provide detailed Logistics and Construction/Engineering Management Plans on a regional basis to the customer.

OBJECTIVE

- Consolidate Logistics and Engineering/ Construction Planning Support
- Define and Capitalize on Resources/ Potential Suppliers/Infrastructure Common to Specific Countries/Scenarios

MACOM Specific Requirements Support Plans

A detailed description of equipment, materials, personnel, and supporting services, skills, facilities, and potential suppliers required to support the customer identified augmentation requirements in support of specific OPLANs and military operations other than war (MOOTW).

OBJECTIVE

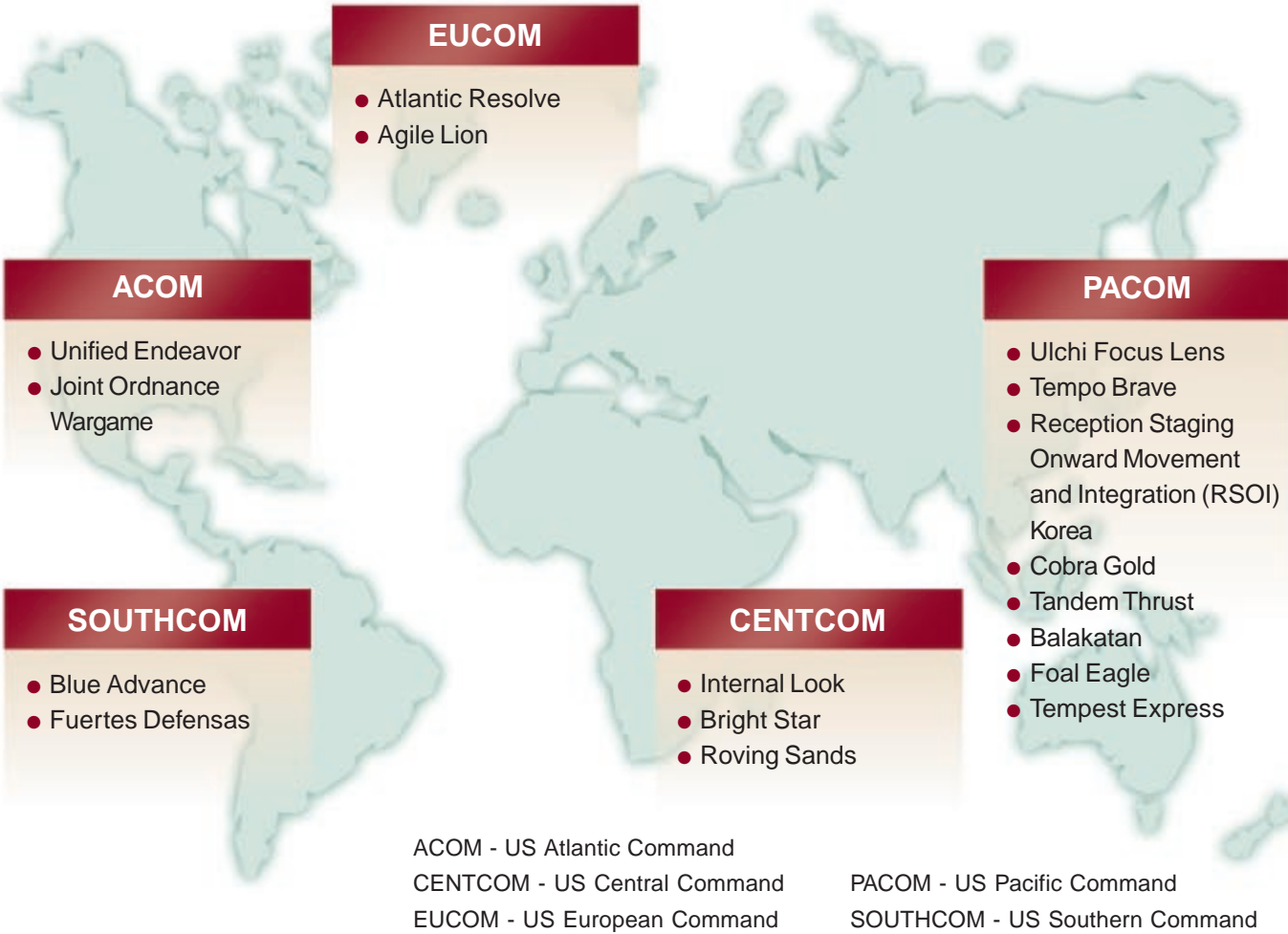
- Improve LOGCAP Requirements Definition During the Planning Process In Order to Enhance Execution and Control Costs During an Event

LOGCAP's Active Participation in Exercises

LOGCAP provides a rapid and responsive contract capability that allows the customer to increase their flexibility and to fill potential shortfalls in available forces. LOGCAP provides this contract capability by focusing on planning and Event execution, supported by active participation in exercises.

Active participation in exercises supporting approved plans further emphasizes USAMC and PM LOGCAP's focus on planning. Exercises provide the opportunity for the contractor to verify the completeness and accuracy of their plans. Team LOGCAP (see page 17) provides a central management structure for planning exercises and a conduit of information to ensure smooth execution of LOGCAP requirements.

Candidates for LOGCAP Participation



Fast and Flexible Worldwide Corporate Capabilities in Support of US Combat Power Projections for Quick and Economical Crises Resolution

LOGCAP provides a generic capability plan for receiving, housing, and sustaining 25,000 troops in eight base camps, for 180 days. Fifteen days after notification, the contractor is required to receive and support 1,500 troops per day. Thirty days after notification, the contractor is required to support 25,000 troops in one rear and seven forward base camps for up to 180 days with options to increase the size of the supported force to 50,000 troops beyond 180 days. Support for each camp may include, but is not limited to:

- Billeting
- Mess Halls
- Food Preparation
- Potable Water
- Sanitation
- Showers
- Laundry
- Transportation
- Utilities
- Other Services (Mortuary Affairs, Postal, Banking, Etc.)

Operational Strengths



In addition to the facilities services and logistical support services, LOGCAP may also provide contingency equipment and labor pools to perform labor intensive, noncombat missions for the customer such as:

Support to arriving forces at aerial ports of debarkation (APODs) and sea ports of debarkation (SPODs).

- Force Sustainment
- Retrograding Equipment and Supplies
- Construction Support
- General Logistics Services
- Augmentation to Engineer Units
- Facility Engineer Support

Support Plans

LOGCAP's generic support plans provide a baseline for the customer to determine specific LOGCAP support requirements. The supported MACOM/ASCC commander will provide a concept of operations and a scope of work to enable the LOGCAP contractor to tailor capabilities to meet their needs.

Other operations and services available through the LOGCAP Umbrella Support Contract include, but are not limited to:

- Maintenance of Table of Distribution and Allowances (TDA) equipment to include automatic data processing (ADP)/office equipment and tactical equipment or components thereof—Unit through General Support (GS) level.
- Transportation, to include cargo transfer, motor pool, port/ocean terminal operations, line haul and local haul, and arrival/departure air control groups.
- Medical Services
- Signal support, to include telephone cable repair; cable, wire, and antenna installation.
- Retrograde of equipment and materiel.

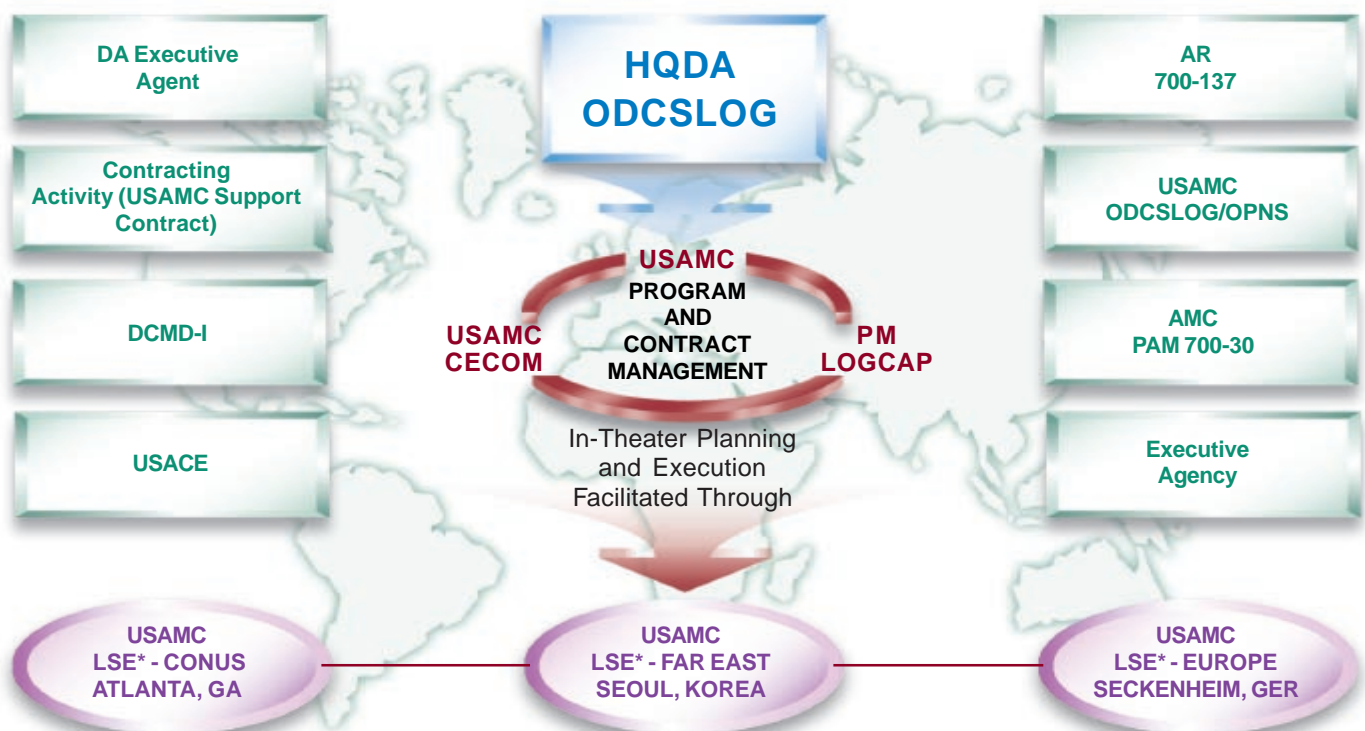


Focus of LOGCAP

LOGCAP links supported commands to worldwide industrial and other civil sector resources, thereby augmenting US forces with a flexible commercial capability to support operations.

While primarily focused on support to US Army forces, LOGCAP can provide support to other US military services, coalition and/or multinational, and other Government/non-Government agency components in support of joint, combined, coalition, and/or multinational operations, including those other than war such as peace operations or humanitarian assistance missions.

LOGCAP is primarily for use outside the continental United States (OCONUS), however, nothing prohibits using LOGCAP in CONUS, if alternatives are not available. LOGCAP does not replace force structure, it is an alternative augmentation capability. LOGCAP focuses on base/logistics camp construction, base/logistics camp operations, and field services. The program also includes logistics functions such as equipment maintenance, supply operations, field services, and other logistics services such as transportation.



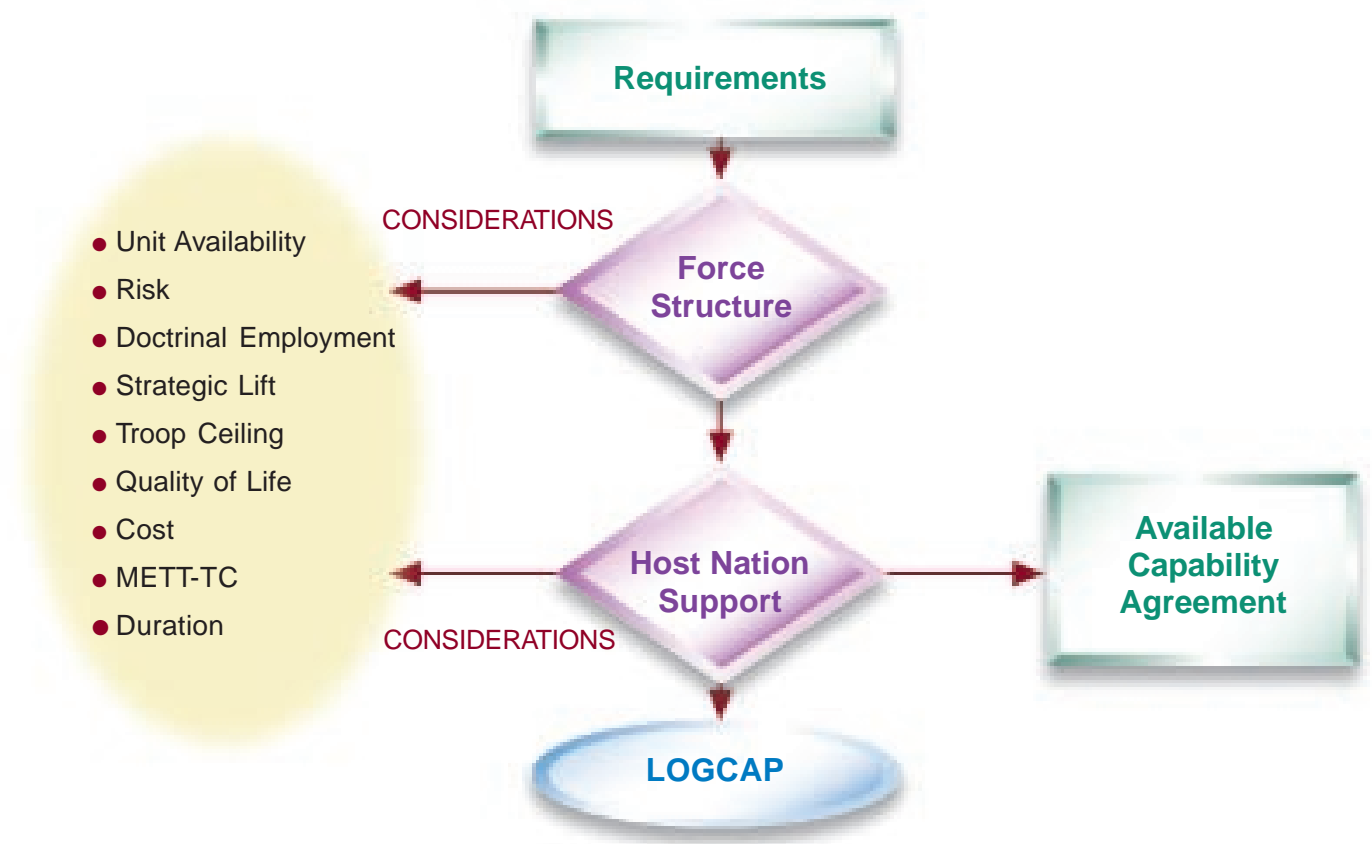
* LSE - Logistics Support Element

Pre-planning and Use of LOGCAP During Exercises Simplifies the Decision Process for Contingencies

LOGCAP customers should, using the below criteria, review OPLANs and program requirements and determine which requirements and CS/CSS functions (services) can and should be accomplished by the LOGCAP contract. They must then rank contract requirements and develop a LOGCAP Support Plan to incorporate contractor augmentation support into OPLANs. Although CINCs may request LOGCAP support, the use of the LOGCAP contract to fill requirements is a HQDA decision. All aspects of contractor involvement provided under LOGCAP should be reflected in OPLANs to permit rapid integration of contractor support into the force, when required. These OPLANs should address topics such as locations, support requirements, contractor mobilization periods, etc.

Once the Army recognizes that it has a logistics or engineering/construction requirement, it proceeds to determine the method (or combination of methods) to meet it. A logical decision process is used.

Decision Process





First, the customer determines whether the support requirement should be met by using its own forces. In making this determination, several factors are considered. The more significant factors and associated questions are:

Unit Availability

- Can this function only be accomplished with Army Personnel?
- Are the requisite number and types of support units ready and available to meet the requirement? If so, can the unit arrive in the theater when needed?
- Do any of our sister services (USN, USAF) have the capability to provide this support?
- Can Lines of Communication Agreements be initiated with our allies to provide this support?

Risk

- Will it be difficult to redeploy engaged support forces to meet requirements in a major regional contingency? If so, will this difficulty result in an unacceptable risk to meeting the National Military Strategic Objectives?
- How much risk is the CINC willing to accept within a single function? If the CINC is willing to accept zero risk then the MACOM's option would be limited to US military structure.

Doctrinal Employment

- Will the operating forces requiring the support be employed doctrinally (i.e., as they would in combat)? If not, will the support forces be capable of meeting the requirement?

Strategic Lift

- Is there sufficient strategic lift available to meet the need in the required time frame?

LOGCAP Decision Process and Execution

Troop Ceiling

- Under the ceiling, will the required support reduce the number of combat soldiers to an unacceptable level?
- What is the current military presence in the Area of Responsibility (AOR)?
- Is the host nation sensitive to increased military presence? If so, can the mission be accomplished without increasing green suit visibility?

Quality of Life

- What will be the living standards of the soldiers when they are not engaged?
- Does the mission allow the living standards in the field to be higher than normal? If so, can the support forces meet/maintain that standard?

Cost

- Are there more economical alternatives to provide the required level of support?

Contracting for LOGCAP

Once a requirement has been identified, PM LOGCAP and the Procuring Contracting Officer (PCO), in consultation with the customer, determines if the requirement is within the scope of the LOGCAP Umbrella Support Contract. If it is, the customer, using the LOGCAP generic support SOWs for guidance, develops a detailed SOW. PM LOGCAP develops the Independent Government Cost Estimate (IGCE), Work Breakdown Structure, and Award Fee Evaluation Board (AFEB) membership. Independent of the Government actions, the contractor develops a Rough Order of Magnitude (ROM).

The Delivery Order Package is forwarded to the PCO, who awards the Undefined Contract Action (UCA)/Delivery Order to the contractor, appoints the AFEB Members/Evaluators/Advisors, and delegates contract administration to DCMD-I and USACE, as appropriate.

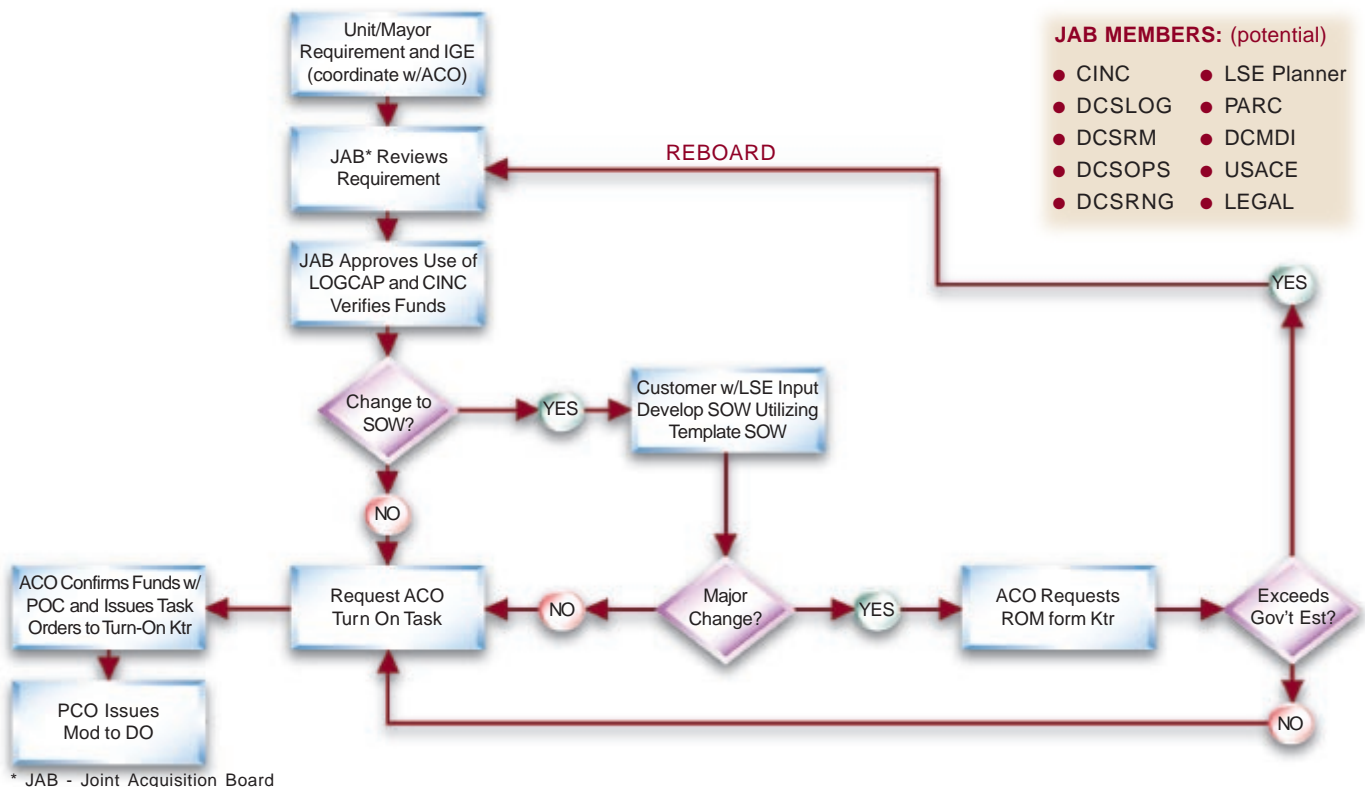
Funding

The USAMC LOGCAP Umbrella Support Contract is centrally funded and administered by HQDA, Office of the Deputy Chief of Staff for Logistics. The primary funding focus is on prioritized peacetime planning to augment logistics and engineering/construction services, force structure capabilities, and shortfalls for wartime and other contingency operations, as determined by the CINCs/ASCCs.

HQDA funds primarily for contractor planning efforts, worldwide. The respective CINC/ASCC usually funds LOGCAP support for non-DA supported efforts (e.g., specific plans, studies, and analyses), exercises, and Events. Funding will normally be provided using DD Form 448, Military Interdepartmental Purchase Request (MIPR).

Executing LOGCAP

To execute LOGCAP support during an Event, the PM notifies and mobilizes Team LOGCAP, who deploys the advance party within 72 hours of notification. During an Event, Team LOGCAP falls under the LSE Commander for operational and administrative management of LOGCAP as the Team administers and facilitates management of the contract.

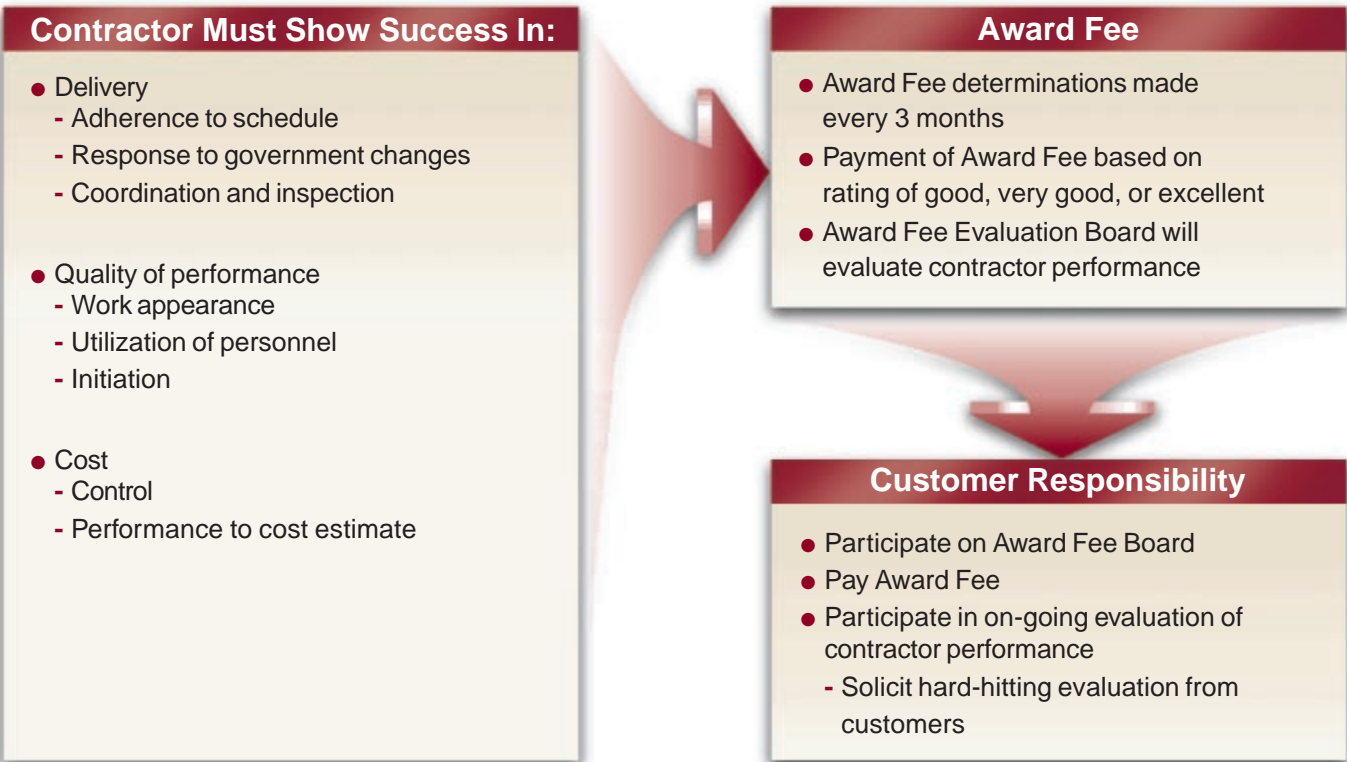


Award Fee Board

A Cost Plus Award Fee (CPAF) type contract is applicable to delivery orders for Event execution. The contractor, on the basis of good, very good, or excellent performance during evaluation periods of the orders may earn an award fee. No award fee is earned by performance that is average or below average. The contractor’s performance is monitored by an appointed LOGCAP Award Fee Evaluation Board (AFEB) representing the PMO and cognizant LOGCAP customers. The AFEB is comprised of representatives from the contracting activity, LOGCAP PMO, the requiring activity, and Defense Contracting Management District-International (DCMD-I) and USACE as required.

The AFEB convenes quarterly during an event and recommends an award fee percentage to the Award Fee Determining Official (AFDO). The AFDO may accept the AFEB’s recommendation or make a unilateral determination on the payable award fee. The contractor’s performance will be evaluated on equally weighted performance factors and subfactors. Performance factors are indicated below:

Award Fee Evaluation Process



Overall Structure

LOGCAP plans for the support of three simultaneous events worldwide. The USAMC, as the DA LOGCAP management and execution agency, will coordinate and facilitate LOGCAP peacetime planning and Event execution during contingencies. PM LOGCAP uses USAMC LOGCAP Forward Support Teams and the USAMC Theater Logistics Support Elements (LSEs) to assist the customer with planning exercises and LOGCAP execution during Events. USAMC also advises and facilitates the incorporation of LOGCAP capabilities into CINC/ASCC operation plans and prioritizes USAMC Umbrella Support Contract planning requirements based on funding capability.

Team LOGCAP consists of PM LOGCAP, the PCO, the Theater LSEs, USACE, Defense Logistics Agency (DLA)/DCMD-I, and the contractor. Team LOGCAP facilitates the teaming of the customer and contractor for peacetime planning, exercises, and program execution during an Event.

***Note:** For detailed information on Theater LSE Key Roles and Responsibilities, refer to FM 63-11, Logistics Support Element - Tactics, Techniques, and Procedures.*

Team LOGCAP's Mission

- Deploy worldwide in support of any contingency using LOGCAP capabilities.
- Provide a single, centralized structure responsible for LOGCAP execution.
- Advise requiring activities on LOGCAP capabilities.
- Assist the customer in articulating requirements to the contractor and ensuring contractual compliance.
- Integrate LOGCAP augmentation capabilities into deployed force structure to meet Mission, Enemy, Troops, Terrain, Time, and Civilians (METT-TC) requirements.
- Facilitate the teaming of the customer and contractor into force capabilities to accomplish the mission.

Maximizing LOGCAP's Potential

All members of the Team are responsible for prior planning and coordination before an Exercise or an Event to maximize the capabilities of LOGCAP.

The customer (MACOM/CINC/ASCC) should execute the following responsibilities to maximize LOGCAP's potential as a facilities and logistics multiplier:

- Develop and Provide Requirements for a Statement of Work (SOW) with the Assistance and Coordination of PM LOGCAP and the LSE. See Appendix A for instructions on preparing SOWs and related documentation.
- Include LOGCAP Early in the Customer's Planning Process and Participate in the LOGCAP Plan Development. Developing a comprehensive LOGCAP support plan in the early stages of contingency planning provides accurate cost estimates, avoids costs associated with contractor mobilization for unnecessary work, and allows the contractor more time to bring reliable subcontractors on board.
- Include LOGCAP Participation in Exercises. The contractor's support and performance improves with participation in exercises. Skills and knowledge are exchanged, and valuable lessons are learned for future exercises and Events.
- Participate in the LOGCAP Award Fee Evaluation Board Process. Customer participation in the process and assessment of contractor performance is key in determining an award fee recommendation.
- Fund LOGCAP Execution During an Actual Contingency. It is highly recommended that customers include their comptroller in the planning cycle when considering the use of LOGCAP support.
- Provide Security for LOGCAP Contractor Personnel During an Actual Contingency. The LOGCAP contract requires that the contractor be provided theater security throughout the contingency operation.



Key Roles and Responsibilities in the Planning Process

CUSTOMER (MACOM/CINC/ASCC)

- Informs HQDA DCSLOG of the MACOM's intent to use LOGCAP. Although CINCs may request LOGCAP support, the use of the LOGCAP contract to fill requirements is a HQDA decision. Designate a single proponent for LOGCAP planning.
- Participates with all members of LOGCAP process as part of Joint Planning Team and considers inserting LOGCAP into Time Phased Force Deployment Data (TPFDD), Status of Forces Agreements (SOFAs), etc.
- Participates in development of LOGCAP's Generic, Regional, and MACOM specific plans.
- Identifies potential requirements based on OPLANS/ MOOTW Plans. Include in SOW detail.
- Clearly defines standards for contractor to plan for and execute.
- Includes LOGCAP capabilities in exercises to evaluate and plan for future LOGCAP use.
- Coordinates in advance contractor deployment flow with US Transportation Command (TRANSCOM), Host Government, and US Embassy.

LOGCAP CONTRACTOR

- Assigns a central planning cell dedicated to each customer.
- Provides planning deliverables based on identified requirements.
- Provides potential sources and projected costs for expeditious execution of identified requirements.
- As a result of participation in exercises, provides feedback and lessons learned for future Events.
- Writes support plans in sufficient detail to be easily transferable to the TPFDD process.

USACE

- During LOGCAP requirements determination process, Theater USACE Element Planners provide advice and assistance on construction and engineering support services.

PM LOGCAP

- Manages LOGCAP Program to ensure customer requirements are met.
- Directs LOGCAP Team interface.
- Coordinates Reviews.
- Advises customer planners on LOGCAP capabilities and planning and execution requirements.
- Facilitates plans for LOGCAP augmentation requirements in conjunction with USACE, DCMD-I, and the LOGCAP contractor.
- Prioritizes planning requirements based on funding, workload, and HQDA guidance.

DCMD-I

- Theater Element Planners provide advice and assistance on planning contract administration, and quality assurance.

Key Roles and Responsibilities in the Execution of an Event

CUSTOMER (MACOM/CINC/ASCC)

- Provides physical security for the contractor.
- Develops SOW requirements duration and standards.
- Establishes specific procedures for implementing actions during an Event.
- Coordinates the establishment of the Acquisition Review Board to prioritize requirements.
- Funds LOGCAP execution.
- Coordinates execution with Team LOGCAP and LSE.
- Assigns central contact at each site to articulate requirements and ensure compliance.
- Coordinates contractor deployment and use with TRANSCOM, the applicable embassy, and the Host Nation.
- Provides TPFDD to Team LOGCAP and LSEs early in flow.
- Participates in Contractor Evaluations.

LOGCAP CONTRACTOR

- Develops cost estimate/Rough Order of Magnitude (ROM) based on identified requirements.
- Mobilizes and provide required support within contractual timelines.
- Back briefs Execution Plan to Requiring Activity.
- Coordinates lift with the customer.
- Ensures proper level of leadership on the ground.

USACE

- When tasked by the PCO, provides ACO for construction/engineering services.
- Provides technical advice and assists with construction/engineering support services at each site.
- Provides Quality Assurance on contractor performed construction/ engineering services.

PM LOGCAP

- Deploys standing Team LOGCAP under LSE Commander to provide a centralized structure responsible for LOGCAP execution.
- In coordination with LSE Commander, provides a single “face to the field” during execution of Event.
- Advises Acquisition Review Board and customer on LOGCAP capabilities and other alternatives to meet requirements.
- Assists customer in development of SOW.
- Coordinates LOGCAP support between customer and contractor and other required activities.
- Participates in AFEB.

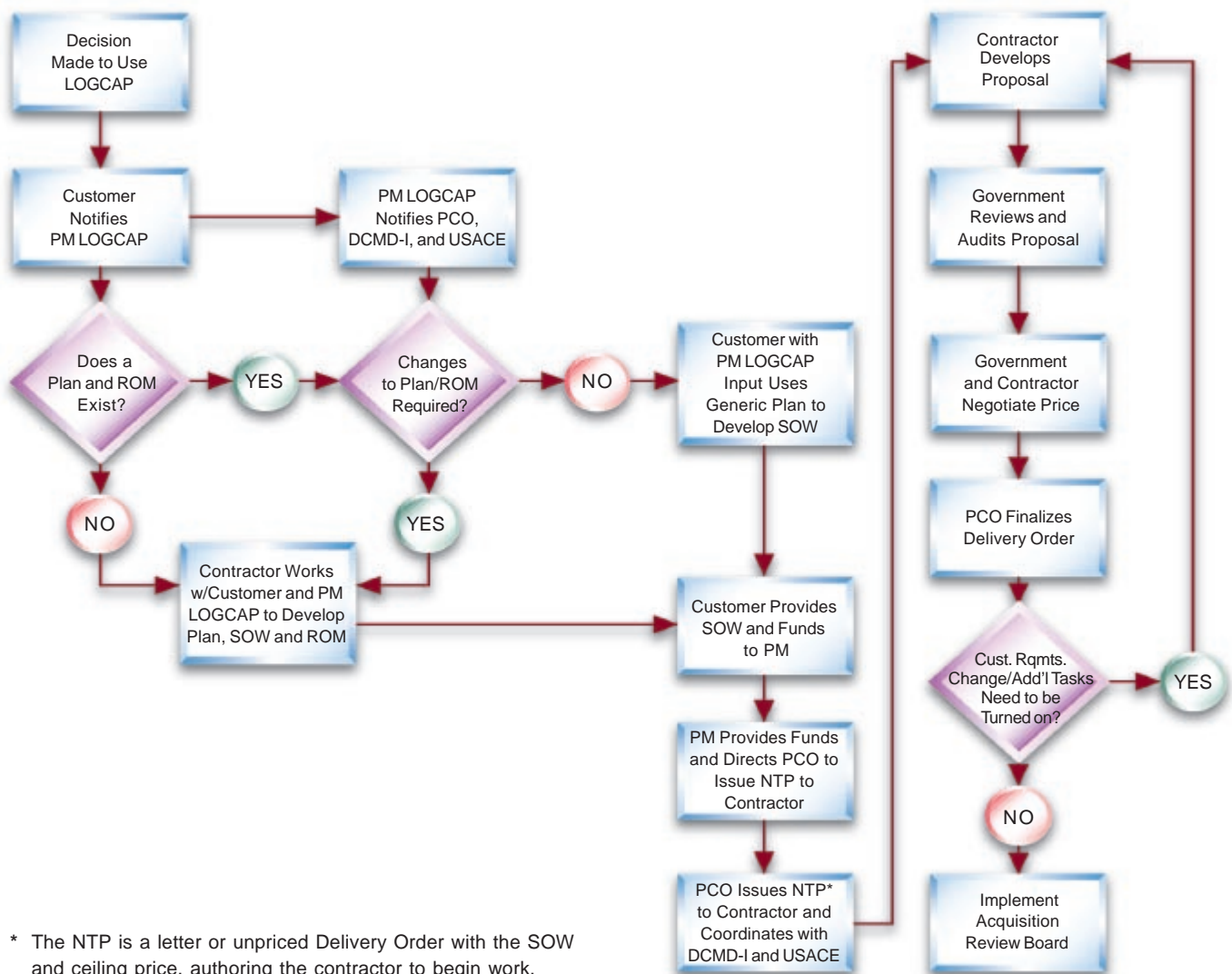
DCMD-I

- Provides Administrative Contracting Officer (ACO) for logistics support services when delegated contract administration responsibility.
- Provides Quality Assurance Team for contract administration.

Once an Undefined Contractual Action (UCA) or Delivery Order is awarded, the customer will work closely with the ACO, the PM, and the contractor.

From the moment the customer decides to seek LOGCAP support, the ACO begins generating and acquiring information that will be of use throughout the performance of the work. Some items that may be included are contracting data, schedule of events, and incoming/outgoing correspondence.

Contracting Process for Execution and Management



Preparing SOWs, Independent Government Cost Estimates, and Funding Documents

After a decision has been made by the customer to use LOGCAP, a Delivery Order Package is required. The customer will develop the Delivery Order Package, in coordination with PM LOGCAP, to access the necessary services through the LOGCAP Umbrella Support Contract. The Delivery Order Package consists of these elements:

- Statement of Work
- Independent Government Cost Estimate
- Funding Document

Statement of Work (SOW)

The SOW specifies the products and services required. It is the most important element of the Delivery Order Package, and great care and attention to detail should be exercised in its creation.

- A SOW is necessary to define requirements to the contractor (contractors do not develop requirements).
- SOWs should reflect the mission focus of LOGCAP.
- SOWs enable the contractor to develop a cost estimate for approval and to plan and accomplish work in the most efficient and economical manner. A general requirement is that the contractor meet Army theater of operations standards for all services and support.

The scope of work should be concise and include the duration of performance, quantification of the requirement, and identification of any special considerations. For example, to have LOGCAP provide and operate showers in a field location during an exercise, the statement of work might read as:

GENERAL. The LOGCAP contractor is to provide and operate lighted and screened temporary showers/shaving facilities in support of a 500 man battalion task force at Camp Shelby for Field Training Exercise Night Raider to be conducted over a three month period beginning 14 January 1994. Showers will be capable of being moved by the contractor and set up at two different sites during the exercise. Exact locations provided by CPT Charles Smith at 555-1234. Contractor is to provide water storage and a heated/non-heated pressurized system to the showers and shaving facilities. Showers and basins at ten soldiers per shower head and basin. Coordinate placement with CW3 Richard Jones, PMO for site selection. Showers will have adequate drainage sanitation (meet standards). The ratio of male to female soldiers will be 70/30.

SOW Advantages

The advantages of developing a comprehensive SOW in the early stages of contingency planning are numerous. Early involvement by the LOGCAP contractor in the planning process is recommended. This planning allows the contractor to develop more accurate cost estimates, and gives the contractor more time to bring the most reliable subcontractors on board.

Without a comprehensive, up-front SOW, additional costs are likely to be incurred because of the unknowns involved.

There are no shortcuts to preparing an effective SOW. Below is a recommended format for a SOW:

Description of Work	
●	Mission Statement
●	Specific Requirements
Commander-in-Chief (CINC) Specific Host Nation Support (HNS)	
Period of Performance	
Deliverables	
●	Monthly Status Reports
●	Trip Reports
●	Cost Schedule Status Report
●	Daily Event Situation Report (SITREP)
●	Event Lessons Learned
●	Event After Action Report
Special Provisions (Examples)	
●	Security Requirements
●	Uniform or Special Equipment Requirements

It is important to address all areas with the best and most detailed information available. An important planning factor is to provide for all necessary requirements, even when a planning factor must be used versus actual conditions.

In support of the planning process, PM LOGCAP has developed regional plans, generic plans for developed and undeveloped countries, and plans to support specified requirements for specific OPLANs/MOOTWs. These plans can be tailored by the customer to meet the specific and unique requirements of a specific Event.

Independent Government Cost Estimates (IGCEs)

The IGCE details costs the contractor is expected to incur in performing the work such as labor, travel, and other direct costs. In addition, the IGCE will be used by the Contracting Office to negotiate a fair and equitable price for the products and services that the customer requires. This is a sensitive document, for use by Government personnel only and contains the following information:

- **Materials.** The Theater Principle Assistant Responsible for Contracting (PARC) and DCMD-I can provide assistance in the estimation of all materials that will be required of the contractor for performance.
- **Estimate of Labor Costs.** To estimate labor costs, the type of labor required in performance of the SOW must be identified and rough labor cost estimates for the labor associated with the required labor must be generated.
- **Estimate of Travel and Other Direct Costs.** The IGCE should consider Travel and Other Direct Costs that the contractor will incur in the performance of the project. Use the SOW to estimate such costs for each task. Travel costs can be estimated by using the Military Joint Travel Regulations. A travel agent can assist the customer in estimating airfares and car rental rates. In addition, travel cost estimates can be developed based on the commitment to provide contractors with Invitational Travel Orders for airfare, car rental, and/or lodging on base. Estimates for costs of items such as equipment, reproductions, mailing, etc., must also be considered.

Funding Document

Funding will be provided using DD Form 448, Military Interdepartmental Purchase Request (MIPR). The customer will coordinate the development and processing of this form with their Resource Management assets and PM LOGCAP to provide funding for LOGCAP execution during an Event.

Checklist of Pre-Event and Post Event Delivery Order Responsibilities

	PM	PCO	DCMD-I/ USACE ACO	Customer/ MACOM
PRE-EVENT				
Identifies Tasks				P
Prepares Delivery Order Package				
SOW, Work Plans, CDRLs, etc.	S	S		P
List GFM/GFE to be provided	S			P
Independent Government Cost Estimate		S		P
Ensures funds availability	S			P
Receives and translates requirements into Delivery Orders	S		P	
Coordinates with PCO to determine if requirements are within scope	S		P	
Forwards Delivery Order Package to PCO	P			
Reviews/Approves Delivery Order Package			P	
Requests proposal from contractor			P	
Perform Technical Evaluation	P		S	S
Conducts necessary fact finding activities	S	P		S
Negotiates Delivery Order	S	P		S
Awards Delivery Orders		P		
EVENT EXECUTION RESPONSIBILITIES				
Monitors Contract Performance	S	S	P	S
Works with Funds Manager for receipt of resource	P	S	S	S
Responsibility for Technical Aspects				
Technical Oversight and Evaluation	S	S	P	S
Review/Accept Deliverables	S	S	P	S
Evaluates technical performance	S	S	P	S
Reports deviations to PCO	S		P	S
Milestones				
Verifies progress against milestones	S	S	P	S
Monitors Completion	S	S	P	S

P = Primary
S = Supporting

Note: ACO functions are performed if a PCO delegation is made.

Lessons Learned and Improvement through Analysis

LESSONS LEARNED:

- Need a single responsible agency for LOGCAP
- Need Joint Planning Cells to identify augmentation requirements
- Need to develop/promulgate doctrine, training, and education
- Need to establish a standing LOGCAP Deployment Team
- Need a single Commander to provide immediate central control of LOGCAP Execution

CORRECTIVE ACTIONS:

- AMC has established a Program Management Office
- LSE Personnel capabilities increased to focus Joint Planning
- Working closely with TRADOC (have briefed all ASCC staffs)
- Team LOGCAP has been established with representatives from AMC, USACE, DCMD-I
- The LSE Commander will be AMC's central focal point in the area of operations
- Acquisition Review Boards will be established (new contract mandates improved property controls)

Participation in exercises and deployments by Team LOGCAP and the contractor provide valuable experience in use of the LOGCAP support concept. Each exercise and Event provides an opportunity to evaluate the effectiveness of LOGCAP support and provides valuable Lessons Learned to be integrated into future LOGCAP support efforts. PM LOGCAP has incorporated numerous management, administrative, and execution improvements into the LOGCAP execution process. The focus of this proactive Lessons Learned approach is to minimize difficulties in the execution of LOGCAP support during the actual execution of an Event.

The LOGCAP Lessons Learned process is a three step endeavor - (1) Data Collection, (2) Data Analysis, (3) Report Production. This process is employed each time LOGCAP is used in support of an exercise or an Event to provide feedback to all parties and to maximize the efficiency of future LOGCAP support.

In addition to internal review, LOGCAP has been subject to numerous audits and assessments by outside agencies. These independently produced reports provide a baseline to measure the quality of LOGCAP support and provide numerous recommendations that PM LOGCAP has implemented to improve the LOGCAP effort.

As a result of this process PM LOGCAP efforts to improve future LOGCAP support include:

- **Develop and Disseminate LOGCAP Doctrine.** The customer must be aware of LOGCAP capabilities and procedures for obtaining LOGCAP support in order to use it.
- **Provide Assistance to the Customer When LOGCAP is Implemented.** Use of Deployment Management Teams facilitates the execution of the LOGCAP support effort.
- **Improve Financial Accounting Methods.** Customers should be assured that LOGCAP support is maximizing resources in support of planning, exercises, and Events.

Terms and Acronyms

ACO	Administrative Contracting Officer	MACOM	Major Army Command
ACOM	US Atlantic Command	METT-TC	Mission, Enemy, Troops, Terrain, Time, and Civilians
ADP	Automatic Data Processing	MIPR	Military Inter-Departmental Purchase Request
AFDO	Award Fee Determining Official	MOOTW	Military Operations Other Than War
AFEB	Award Fee Evaluation Board	NTP	Notice to Proceed
AOR	Area of Responsibility	OCONUS	Outside Continental United States
APOD	Aerial Port of Debarkation	OPLAN	Operations Plan
AR	Army Regulation	PACOM	US Pacific Command
ASCC	Army Service Component Command	PAM	Pamphlet
CECOM	Communications - Electronics Command	PARC	Principle Assistant Responsible for Contracting
CENTCOM	US Central Command	PCO	Procuring Contracting Officer
CINC	Commander in Chief	PM	Project Manager, Program Manager
CONUS	Continental United States	PMO	Project Management Office
CPAF	Cost Plus Award Fee	POC	Point of Contact
CS	Combat Support	ROM	Rough Order of Magnitude
CSS	Combat Service Support	RSOI	Reception Staging Onward Movement and Integration
DA	Department of the Army	SOFA	Status of Forces Agreement
DCMD-I	Defense Contracting Management District - International	SITREP	Situation Report
DCSLOG	Deputy Chief of Staff for Logistics	SOUTHCOM	US Southern Command
DCSLOG/OPNS	Deputy Chief of Staff for Logistics and Operations	SOW	Statement of Work
DLA	Defense Logistics Agency	SPOD	Sea Port of Debarkation
DoD	Department of Defense	TDA	Table of Distribution and Allowances
EUCOM	US European Command	TPFFD	Time-Phased Force Deployment Data
GS	General Support	US TRANSCOM	US Transportation Command
HNS	Host Nation Support	TUSA	Third US Army
HQ	Headquarters	UCA	Undefinitized Contractual Action
IGCE	Independent Government Cost Estimate	UN	United Nations
LOGCAP	Logistics Civil Augmentation Program	USACE	US Army Corps of Engineers
LSE	Logistics Support Element	USAMC	US Army Materiel Command
LWRC	LOGCAP Worldwide Requirements Conference		

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